



USA/USMC Counterinsurgency Center  
 U.S. Army Stability Operations Proponent  
 U.S. Army Security Force Assistance Proponent  
 SITREP  
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### Director's Comments:

During the March 2010 **Train the Trainer Course (T3C)** at the COIN Training Center-Afghanistan (CTC-A) in Kabul, GEN McChrystal underscored to joint and multinational COIN trainers that his **operational priority for ISAF is counterinsurgency**, and that COIN is not merely a recommended technique – it is a requirement. Receiving this COMISAF guidance firsthand were representatives from the USA/USMC COIN Center and Battle Command Training Program who will rapidly retransmit this guidance and additional insights to multiple training audiences preparing for deployment.

In support of COMISAF's **population-centric approach to COIN**, we recently engaged in a number of endeavors to include: continued training of the Human Terrain Teams that provide units with a deeper understanding of their operational environment; support to the **Tribal Engagement Workshop** sponsored by Small Wars Journal to better understand implications of tribal dynamics (report will soon be posted at <http://smallwarsjournal.com>); and participation in the **Wilton Park's Winning Hearts and Minds in Afghanistan: Assessing the Effectiveness of Developmental Aid in COIN Operations**, specifically focused on this complex and multi-dimensional challenge ([Blog and Conference Report](#))

Would encourage your continued great feedback on COIN Center blogs on topics such as [root causes](#) and [tribal engagement](#). Recent blog activity [[Stabops ATTP blog link here](#)] was so useful that it served as the catalyst for the Army to develop an on-line ATTP to address a crucial doctrinal gap in Stability Operations tactics, techniques, and procedures. Recommend you also review [The Azimuth](#), a primer focused on preparing for COIN challenges.

During his recent orientation as Commander, Combined Arms Center (CAC), LTG Robert Caslen, stressed the imperative to ensure the Army is prepared both for this and the next fight and the need to ensure institutional pre-deployment training leads to the knowledge and skills required by our soldiers to conduct their operational missions. In that light, the COIN Center has been chartered to establish a CAC operational planning team (OPT) to increase focus on efforts to ensure *doctrinal and training products reflect relevant lessons from operational application*. We will keep you apprised on ongoing initiatives in this line of effort.

Thanks for your efforts in support of our troops,

Colonel Dan Roper

## MONTHLY COIN/SO/SFA ACTIVITY SUMMARY

**INTEGRATION**

- COMISAF Counterinsurgency Train the Trainer Course (T3C), 10-24 Mar.**  
 COIN Center and BCTP personnel attended course at Camp Julien, Kabul, Afghanistan hosted by COIN Training Center – Afghanistan (CTC-A). Purpose was for COMISAF to communicate operational requirements, guidance, vision and expectations to leaders preparing units for deployment to Combined Joint Operations Area – Afghanistan (CJOA-A). COMISAF's focus on population centric COIN operations is critical to successful, comprehensive understanding of units deploying to CJOA-A. Trainers attending conference gained in-depth understanding of specific terrain, socio-economic factors, cultural environment, and enemy activity peculiar to specific regional operating environments. Additionally, COIN Center rep, MAJ Springer, spent 18-21 Mar at RC-South HQ to gain understanding of RC-South implementation of COMISAF guidance and way ahead as ISAF main effort. Next steps: COIN Center integrating COMISAF guidance and insights within CAC and COIN community of interest (to include CTCs, FORSCOM, COINSOC, and deploying units); COIN Center developing and publishing article of insights gained on COIN public web-site, and publishing ISAF training and insights products on COIN/SO/SFA BCKS knowledge sites.
- JFCOM General Purpose Force-Irregular Warfare Relevant Training Standards and Tasks Workshop, 2-4 Mar:** COIN Center participated in workshop with representatives from CAC-T and JCISFA, Suffolk, VA. Workshop was second phase of JFCOM's effort to identify and develop GPF-IW relevant Universal Joint Tasks (UJTs) to enable GPF-IW relevant training readiness tracking in Defense Readiness Reporting System (DRRS) and to ensure GPF-IW relevant task representation in UJTL. Workgroup developed 29 new performance measures and recommended application to 143 existing IW relevant UJTs. Next step: Identify remaining GPF-IW relevant UJT gaps and develop new UJTs and standards oriented on five IW pillars (SO, FID, UW, CT, COIN) to cover these gaps. Per JFCOM request COIN Center and JCISFA co-host COIN Pillar UJT Development Workshop at Fort Leavenworth, KS in MAY-JUN 2010 timeframe to begin the Phase III (IW Pillar UJT development) workshop series.
- Human Terrain Variables and Battle Command Systems,:** CDID-facilitated meetings 3 and 9 Mar with COIN Center also included Battle Lab, Collective Training Directorate, TRAC, and TCM-Battle Command. Purpose was to review PMESII-PT/ASCOPE models and discuss digitization approach to providing human terrain variables for operational units. CDID examining challenges of capturing and moving human terrain-type data, capabilities of existing systems to handle additional data requirements, and what basic information should be collected and reported. Battle Lab will determine what software is required to reflect human terrain data. TRAC noted that MOE/MOP remain biggest weakness regarding human terrain. Subsequent meeting with Human Terrain

System, 9 Mar, discussed HTS efforts to acquire and manage human terrain information. PMESII-PT and ASCOPE human terrain variables assist units in understanding the operational environment. HTS demonstrated current system and challenges in manpower and compatibility of other systems. Participants recognized that ultimate solution is a system that allows some flexibility such as free text, but also retains degree of structure. Next step: CDID continue effort to identify data required and to develop technological solution to capturing and transmitting required data.

- **Unified Quest Seminar (UQ10), Leader Development Seminar, 2-5 March 2010.** COIN Center participated in seminar at McLean, VA hosted by Future Warfare Division, ARCIC. Purpose was to understand requirements for effectively training, educating, and providing experiences to progressively develop leaders to conduct Full Spectrum Operations in 21<sup>st</sup> Century. COIN Center focus area was Training, Educating, and Mentorship in units (Panel 4). Outcomes to be published by ARCIC and used to inform UQ10 Future Game, 3-7 May. Next Step, UQ10 Staffex, 29 March – 2 April.
- **ARCIC Campaign of Learning, 11 Mar:** Security Force Assistance Proponency office provided input to ARCIC effort to develop Army Warfighting Challenges (AWFC) through the Integrated Learning Plan. SFA Proponent outlined Army-level outcomes for Organization, Training, and Leader Development and Education and also staffed with SFA community of interest (COI) for additional input AWFC for SFA is to provide security force assistance to global partners in order to increase local, regional, and host nation security force capability, capacity, and effectiveness. Next steps: receive comments from COI for ARCIC consolidation and briefing to CG, TRADOC.
- **Security Force Assistance Requirements for US Army Africa (USARAF), 12 and 15 Mar:** SFA Proponent and JCISFA collaborated to assist USARAF G5 (Strategic Plans, Policies, and Assessments) for development of requirements to substantiate request for forces (RFF). USARAF intent is to accurately state SFA requirements that result in capabilities tailored for Africa operational environment, to include ministerial advisors, senior advisors, exercises, and others. SFA Proponent and JCISFA completed staffing of recommended capabilities and provided to USARAF G5. Next step: continue assistance and refinement with USARAF G5 as requested.
- **Human Terrain Data Analysis Meeting, 19 Mar.** COIN Center, CDID (TCM-BC, RDD), HTS, and CGSC COIN Chair met with Dr. Robert Helms, Integrated Training Solutions Company (ITS) to view applicability of ITS tools to quantify and integrate culture in COIN planning, operations and training. Dr. Helms demonstrated use of ITS mission-based cultural assessment tools which use structured processes to integrate and operationalize COIN dynamics and doctrine. Next steps: CAC team to explore applicability of ITS tools for analytical, battle command, and/or training applications using human terrain variables.

- COIN Center monthly Integration meeting and webcast, 25 Mar:** COIN Center hosted the monthly COIN community of interest integration meeting. Topics covered upcoming SFA Summit 5-7 Apr (Fort Polk) and COIN Symposium 11-13 May (Fort Leavenworth). Security Force Assistance Proponency office hosted presentation by LTC (Ret) Carl Grunow entitled “Building an Iraqi Armor Brigade”. Presentation centered on his experiences as senior brigade advisor during creation, training and development of Iraqi 2/9 Armored Brigade. A key point was confirmation of “40/40/20” concept and how to mitigate: 40% of advisor personnel are well suited and enjoy the work; 40% tolerate the work; 20% are not well suited and do not enjoy the work. Also, advisors are present to help host nation fight their war, and to balance restraint and security. Briefing slides, audio, and participant list are available on the [COIN Center public website: \(see here\)](#). Next brownbag webcast is 15 April featuring Professor Daryl Youngman with presentation entitled “The Utility of Academic Partnerships in COIN Training”.
- COIN Center In-briefing to CG, CAC, 25 Mar:** Provided orientation brief to include origin, mission and organization of COIN Center; irregular warfare; and CAC counterinsurgency education and training for the force. Participants included CG, Deputy Commandant, Deputy to the CG, CAC Chief of Staff and G3, CGSC COIN Chair, CAC-T, CAC-K, PKSOI, & JCISFA. Key CG points of emphasis: CG #1 issue is to get Army ready for the next fight. Focus of CAC is to maintain currency as operations evolve and to ensure COIN training and educational efforts “keep up with operations”. Concerned that inconsistent Army and Joint definitions of IW causes unnecessary confusion, especially with respect to Stability Operations -- sees FM 3-0 revision as opportunity to clarify taxonomy. Interested in helping CTCs stay current in COIN doctrine and training. Next steps: COIN Center to lead synchronization of CAC COIN education and training efforts to directly support deploying units. Ensure COIN/SO/SFA doctrinal and training products reflect lessons from operational application. Goal is to provide deploying units with current AO-specific SITEMP vice generic doctrinal template. Supporting inject opportunities for CAC representation at LTP and CTC rotations to ensure CTCs are supported with latest in COIN/SO/SFA products and theater insights. Ensure IW taxonomy is articulated and nested with joint doctrine.

### **ADVISORY, EDUCATIONAL, & ASSISTANCE VISITS**

- MG Karim, Commander, Afghan National Army Training Command, 1 Mar:** COIN Center provided COIN overview which included discussion of comprehensive approach, recent and future engagements with Afghanistan Army, Security Force Assistance interaction, and overview of advisor skills. Next step: continue coordination and information exchange with COIN Training Center – Afghanistan and ISAF COIN Advise and Assist Team (CAAT) to facilitate application of COIN, SO and SFA doctrine and insights.

## UNCLASSIFIED

- **Security Force Assistance Instruction for ILE Core Curriculum, 3 Mar:** SFA Proponent taught SFA 0333 to multiple staff groups within CGSC. Instruction included related SFA operations, doctrinal framework, advisor roles and skills, and discussion on culture and communication. Next step: explore expansion of class to include combined JCISFA/SFA Proponent overview and current SFA issues and insights.
- **Ambassador Haqqani, Pakistan Ambassador to U.S., 4 Mar:** COIN Center provided counterinsurgency overview which included discussion of COIN Center mission and community of interest, comprehensive approach, and recent and future engagements with Pakistan Army. Next step: continue planning for Senior Pakistan Officer COIN and US immersion with CGSC.
- **British Joint Command and Staff College, Operation Eagle Owl, 8 Mar.** COIN Center provided briefing for 188 British Army students entitled “Re-Evaluating the Afghan Balance of Power & Culture of Jihad,” focusing on COIN lessons and impact of cultural influences on operations. Presentation was based on original research by LCol Malevich (COIN Branch Chief) and Associate Professor Daryl Youngman, Kansas State University. British students compared and contrasted UK and US Stabilization doctrine and employment of different approaches when operating in alliances and coalitions.
- **COIN Workshop for Human Terrain System (HTS), 10-11 Mar:** COIN Center instructed 15 members of March trainee class in COIN (basics/principles and application tools). Briefings and discussions included fundamentals of insurgency, operational environment, counterinsurgency, cultural understanding, COMISAF guidance and OEF lessons learned. This is a continuing COIN Center engagement.
- **Pakistani Officer Education Exchange, 22 Mar.** COIN Center and CGSC COIN Chair (Dr. Daniel Marston) continued planning to meet requirement to develop two-week course to immerse Pakistani students in US COIN doctrine and expose them to US culture. Pilot course projected for 10-12 senior Pakistan Army officers to begin June 2010 with quarterly courses starting Sep 2010. Planning group conducting course analysis and design IAW accountable instruction system. Faculty representation from COIN Chair, DJIMO, DMH, PKSOI, and COIN Center. Next steps: Complete analysis, learning objectives and course design 16 Apr. Complete lesson plan and support material development 30 Apr.

## DOCTRINE UPDATE

- **Combined Arms Doctrine Directorate (CADD) released FM 5-0, *The Operations Process***, in late March. FM 5-0 incorporates design into doctrine which highlights the importance of understanding complex problems more fully before staffs seek to solve them through Army traditional planning processes. See CAC homepage [for more information here](#).



- **AJP 3.4.4, *Counterinsurgency Operations*:** Joint and Multinational Doctrine Division (Combined Arms Doctrine Directorate) hosted a meeting 15 Mar to discuss AJP 3.4.4, *Counterinsurgency Operations*. The meeting produced the 2nd ratification draft of that publication, which is being sent back to the NATO nations for their ratification decision.

## **OTHER PUBLICATIONS OF INTEREST**

- **Operationalizing Pashtunwali**, published June 2009 by Program for Culture and Conflict Studies, Naval Postgraduate School (NPS). NPS developed this 11-page tactical product specifically for squad leaders, platoon sergeants, platoon leaders and company commanders that explains the culture of the Afghan south and how to use it in tactical operations -- valuable as a pre-deployment training product. [See the CCS web-site](#) for more information or contact CCS for a copy at [ccsinfo@nps.edu](mailto:ccsinfo@nps.edu).
- **Counterinsurgency Issue, Azimuth Magazine, April Issue:** *The Azimuth*, the official training bulletin of the Army National Guard (ARNG) highlighted COIN operations from the perspectives of history, environment and culture and also provided in-depth review of Afghanistan theater of operations, and interagency contribution. The quarterly publication also linked *The Azimuth* training message with COIN Center and CAC to communicate new and emerging information in the conduct of COIN, to include highlights from article by MAJ Nathan Springer. [See copy of The Azimuth here.](#)
- See more COIN, SO, and SFA information, discussion, tools, and useful documents at: [Counterinsurgency](#) BCKS Site; and [SO/SFA](#) BCKS Site (CAC card required).

## **STRATCOM & OUTREACH**

- **Defense Summit Asia Conference, Singapore, 1-3 Mar:** COIN Center Director provided main conference briefing which included US approach and adaptation to irregular challenges, linkages to Quadrennial Defense Review, global COIN engagements, US comprehensive approach to COIN, application of human variables to the operational environment, and US/Coalition insights. COIN Center continues to engage military, academic, national, and international COIN community of interest to improve ground forces' capability to operate in a full spectrum/COIN environment.
- **COIN Brownbag Webcast 12 Mar:** Featured presentation entitled "Re-Evaluating the Afghan Balance of Power & Culture of Jihad," focusing on COIN lessons and impact of cultural influences on operations. Presentation was based on original research by LCol Malevich (CA) (COIN Branch Chief) and Associate Professor Daryl Youngman, Kansas State University. 63 stations participated including 1<sup>st</sup> Inf Div, 162<sup>nd</sup> Inf Bde, SOCOM, CJSOTF, TRADOC G3/5/7, NTC (HTS), JFCOM (JIWC), USAF (SOS), USASOC (LL), BCTP, and CGSC.

Discussion centered on role of Mullahs at local and national level and their use of Taliban fighters to obtain power and subvert national government. Next step: LCol Malevich and Dr. Youngman are completing research paper with anticipated publication late Spring.

- **Winning Hearts and Minds in Afghanistan: Assessing the Effectiveness of Development Aid in COIN (Wilton Park Conference).** From 11-14 March, COIN Director participated in Tufts University sponsored conference focused on assessing effectiveness of developmental aid in helping meet COIN objectives in Afghanistan. Among participants were Mark Sedwill (NATO Senior Civilian Rep for Afghanistan), DCOM ISAF, COIN Training Center Afghanistan (CTC-A), US Institute for Peace (USIP), current PRT leaders, OSD, JFCOM, & numerous ISAF nation military and developmental reps. Conference investigated challenges in delivery of developmental aid in conflict environments (e.g., limited evidence that aid has stabilization/security benefit, dependency on system we cannot assess, and evidence that improper use of aid may in fact increase “distance” between people and government when government is perceived as root cause of insecurity (i.e., if we help extend reach of government perceived as illegitimate by its people, may make the environment even worse). Conference developed implications for COIN and Stability doctrine, training, and education that support CAC efforts both to update FM 3-24 and to initiate development of Stability Ops ATTP to operationalize FM 3-07, Stability Operations. Specific areas include better lethal/non-lethal targeting (at tactical, operational, & strategic levels) and multi-dimensional assessment/metrics that incorporate host nation population perspective. COIN Director interview with BBC appeared on 13 Mar BBC Newshour ([see at this link](#)). Next Steps: Using results of [conference report](#), work with TRAC, HTS, BCTP B Team, SCP, CAC COIN Chair, 189 INF (PRT), CALL, Afghan COIN Center, PACC, CTC-A, COIN SOC, PKSOI, CALL, CADD, USIP, Kings College to develop ATTP for Stability Operations and incorporate into relevant combined arms training strategies (CATS) and ILE POIs.
- **Irregular Warfare Conference, Wash. D.C., 17-18 Mar:** Deputy Commandant, CGSC and Director, COIN Center participated in conference hosted by Technology Training Corporation and attended by Joint Staff (J3), Congress, Navy (IWO), Army (G-3/5/7), Air Force (A5R, A9), USMC (MCCDC, CIW), JFCOM (JIWC), AFSOC (IW), JFKSWCS, and Naval Postgraduate School. Purpose was to examine IW and impact on future of warfare, including strategy, doctrine, procurement, and operations. BG (P) Cardon and COL Roper conducted presentations on leader development and U.S. Army approach toward confronting irregular challenges. Next steps: receive conference summary, engage COIN, Stability Operations, and Security Force Assistance community of interest for insights and application.
- **Tribal Engagement Workshop, Fredericksburg, Virginia, 24-25 Mar:** Workshop co-sponsored by Small Wars Foundation, JFCOM (Joint IW Center), Marine Corps Center for Irregular Warfare, USA /USMC COIN Center, and Noetic Group. Purpose was to evaluate value and feasibility of tribal engagement

approach in Afghanistan; assess secondary effects adoption of tribal engagement strategy would have on political and military situation; identify operational components of tribal engagement approach in Afghanistan. Attendees included Dr. David Kilcullen (ISAF), LtGen John Kelly (USMC Ret), Dr. Seth Jones (Rand Corp), Mr. Dave Dillege (Small Wars Journal), Dr. Amin Tarzi (Marine Corps Univ), and LCol John Malevich (COIN Center). Next Steps: SWJ to publish workgroup insights and recommendations.

### **COIN/SO/SFA Community Events**

<b>13 Apr</b>	<a href="#"><u>Prospects for Peace in Afghanistan: An Insider's Perspective</u></a> , Lecture by Ahmed Rashid, US Institute for Peace, Wash D.C.
<b>15 Apr</b>	<a href="#"><u>COIN Center Webcast</u></a> : <i>The Utility of Academic Partnerships in COIN Training</i> , presented by Associate Professor Daryl Youngman, Kansas State University. 1000 CST
<b>19 Apr</b>	<a href="#"><u>Military Operations Research Society Workshop</u></a> : <i>Improving Analytical Support to Warfare (COIN Focus)</i> , Orlando
<b>21 Apr</b>	<a href="#"><u>National Defense University conference</u></a> : <i>Emerging Al Qaeda Safe Havens</i> , Wash D.C.
<b>29 Apr</b>	COIN Center Monthly Integration Meeting
<b>2-5 May</b>	<a href="#"><u>Approaching Societies in Conflict Workshop</u></a> , Center for Stabilization and Reconstruction Studies ( <a href="#"><u>CSRS</u></a> ), Monterrey, CA
<b>11-13 May</b>	<a href="#"><u>COIN Symposium</u></a> : <i>COIN in Afghanistan – An Azimuth Check</i> . Ft. Leavenworth, KS
<b>11-13 May</b>	<a href="#"><u>Joint Warfighting Conference</u></a> , <i>Combatant and Coalition Commanders, What Will They Need Five Years From Now?</i> , Virginia Beach, VA
<b>24 May</b>	<a href="#"><u>Irregular Warfare Summit</u></a> , <i>Overcoming tomorrow's complex and increasingly asymmetrical challenges</i> , Institute for Defense and Government Advancement, Wash, D.C.
<b>8-10 Jun</b>	SO/SFA Conference, Ft Leavenworth, contact <a href="mailto:coin@conus.army.mil"><u>coin@conus.army.mil</u></a>
<b>21-23 Jun</b>	<a href="#"><u>Kingston Conference on International Security</u></a> , <i>Security and Governance: Foundations for International Stability</i> , Queen's University, Kingston, Ontario
<b>21-24 Jun</b>	<a href="#"><u>Military Operations Research Society Symposium</u></a> , <i>Leveraging OR for Global Security Operations</i> , Quantico, VA

\* Request all COIN/SO/SFA Integration Meeting organizations share next 60 days of upcoming events of interest to the community to [coin@conus.army.mil](mailto:coin@conus.army.mil).



Questions or Comments - contact us at:

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